

Brigade Command Policy # 07-02

AFZNBA-CO

MEMORANDUM FOR 1st Brigade, 1st Infantry Division (Mech)

SUBJECT: Performance Counseling

1. PURPOSE: To provide guidance regarding performance counseling.
2. Proper and timely counseling improves futures performances by providing feedback on past performance. Counseling provides a standard to which the individual should be held accountable, which is accomplished by:
 - a. Ensuring that the Army is served by individuals capable of meeting required standards of performance and discipline.
 - b. Maintaining standards of performance and conduct by emphasizing the importance of dedicated honorable service.
 - c. Providing for the orderly administrative separation of soldiers in a variety of circumstances.
 - d. Strengthening the concept that military service is a calling different from any civilian occupation.
3. Counseling will be conducted using the following guidelines:
 - a. Officers: IAW para 4-7, AR 623-105, face to face counseling between the rated officer and the rater is required during the first 30 days of rating period, and will utilize DA 67-9-1. Counseling will be conducted quarterly by the rater and upon completion of OERs, by both the rater and senior rater. The senior rater will counsel an officer when there is potential for an adverse or referred evaluation report.
 - b. Noncommissioned officers: DA 2166-7-1 will be utilized for Corporal through CSM. Face to face counseling between the rater and rated NCO is required during the first 30 days of the rating period. Counseling will then be conducted by the rater quarterly.
 - c. Soldiers: DA 4856 will be utilized for counseling soldiers in skill level 10. Prerequisite counseling required under paragraphs 5-8, 5-13, 11-4, 13-4, or section III, Chapter 14, AR 635-200, will be accomplished prior to initiating separation actions. First line leaders will conduct initial and monthly counseling of subordinates. Each counseling session will be documented in writing.
 - d. In addition to using the DA Form 4856, all leaders will use the Soldier Risk Reduction Program (SRRP) counseling form, in an effort to identify trends leading to potential safety hazards, and then attempt to minimize them through counseling of soldiers.
 - e. Counseling may be used in impact situations for both positive and negative behavior.
4. Good performance counseling by leaders lets subordinates know where they stand, how to improve, and makes for better soldiers and units.
5. "Devil Brigade!"

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BART HOWARD
COL, AR
Commanding